



# Master in Management Course Plans and Syllabus Academic Year 2026 - 2027

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**CONTENTS**

**Pre-Master – 1<sup>st</sup> Year if study (PGE1) – Master in Management Program .....3**

1<sup>st</sup> Year of Study – Semester 1 ..... 3

First Semester Course Plan ..... 3

1<sup>st</sup> Year of Study – Semester 2 .....3

Second Semester Course Plan ..... 3

**Master 1 - 2nd Year of study (PGE2) – Master in Management Program ..... 4**

2<sup>nd</sup> Year of study – Semester 3..... 4

First Semester Course Plan..... 4

2<sup>nd</sup> Year of study – Semester 4 ..... 5

Second Semester Course Plan ..... 5

**Master 2 – 3<sup>rd</sup> Year of study (PGE3) – Master in Management Program ..... 7**

3<sup>rd</sup> Year of study – Presentation ..... 7

- Digital Marketing Track - Course Plan .....8
- Supply Chain Management Track - Course Plan .....9
- Complex Project Management Track - Course Plan .....10
- Big Data Track - Course Plan ..... 11
- International Business Track - Course Plan .....12
- Digital Change Track - Course Plan ..... 13
- Global Finance Track - Course Plan .....14

*MBS being involved in a continuous improvement process, curriculum and course content are subject to adaptation according to the recommendations of the academic quality department.*

*Modif. 01/04/2026*

# Master in Management - Pre-Master Year AY 2026/2027

## Preamble

### **Credit Transfer Only**

Students who have achieved, in their home university, 2 years (eq. 120 ECTS credits) in a Bachelor program (or equivalent) can take some or all the courses of the year 1 of our Master in Management program.

Students must register for at least 20 ECTS credits per semester.

Students can study one semester (either semester one or two) or the academic year.

**Objectives :** The pre-Master year enables the acquisition and strengthening of the fundamentals of management sciences with the aim of putting them into practice in an ethical manner.

It develops soft skills and the overall approach through classes in the humanities to apply critical thinking to finding appropriate solutions in a professional context.

It includes six teaching units and brings students together to work on a challenge.

Semester 1 (Fall) courses Sept – Dec 2026	Teaching Language	Total hours	ECTS Credits
Economics and geopolitics	EN / FR	42	5
Organisational dynamics	EN / FR	42	5
Data science and AI	EN / FR	42	5
Accounting and control	EN / FR	42	5
Earth's challenges Lab	EN / FR	42	5
Doing Business in France	EN / FR	14	2
French as a Foreign Language (exchange student)	FR	28	3
<b>Total for the Semester 1</b>		<b>210</b>	<b>30</b>

Semester 2 (Spring) courses Jan. to April 2027	Teaching Language	Total hours	ECTS Credits
<b>TU4 Steering Management Solutions</b>			
Marketing and consumers	EN / FR	42	5
Creativity, Innovation and AI Lab	EN / FR	42	5
Project management for Impact	EN / FR	42	5
Legal environment and compliance	EN / FR	42	5
Finance and decisions	EN / FR	42	5
French as a Foreign Language (exchange student)	FR	28	3
Intercultural Communication & Management	EN	24	3
<b>Total for the Semester 2</b>		<b>220</b>	<b>31</b>
<b>Total Academic Year</b>		<b>430</b>	<b>60</b>

# Master in Management – Master 1 Year 2026/2027

## Preamble

### **Credit Transfer Only**

Students who have achieved, in their home university, 3 years (eq. 180 ECTS credits) in a Bachelor program (or equivalent) can take some or all the courses of the M1 year of the Master in Management program.

Students must register for at least 20 ECTS credits per semester.

Students can study one semester (either semester one or two) or the academic year.

**Objectives:** Learn the necessary skills to build an ethical, international and digital strategic vision, as well as how to lead operations and mobilize stakeholders to enable its implementation.

Semester 1 (Fall) courses	Teaching Language	Total hours	ECTS Credits
<b>Teaching Unit 1 (TU1) - Define and Rolling out the Strategy</b>			
Strategic Management	EN	28	4
Corporate Finance	EN	28	4
Strategic Marketing	EN	28	4
Governance in IT, data and AI	EN	28	4
<b>Total TU1</b>		<b>112</b>	<b>16</b>
<b>TU2 - Design and Steering Management Solutions</b>			
Management Control	EN	21	3
Sales & Relations Strategies	EN	21	3
Purchase and Supply chain	EN	21	3
Diversity & HR Management	EN	21	3
<b>Total TU2</b>		<b>84</b>	<b>12</b>
<b>TU3 - Professional Tools and Communication</b>			
French as a Foreign Language	FR	21	2
<b>Total TU3</b>		<b>21</b>	<b>2</b>
<b>Total for the Semester 1</b>		<b>217</b>	<b>30</b>

Semester 2 (Spring) courses	Teaching Language	Total hours	ECTS Credits
<b>TU4 - Steering Management solutions: Digital and Technological Aspects</b> (students must choose 1 track out of 4 - This track must be the same for TU4 & TU5)			
<b>Strategy and Entrepreneurship track</b>			
Entrepreneurship and systemic change	EN	21	3
Alternative and sustainable Business Model	EN	21	3
Interstate strategies and international relations	EN	21	3
<b>Marketing and Communication track</b>			
Marketing for impact organizations	EN	21	3
Sustainable distribution for alternative food networks	EN	21	3
Ethical and legal challenges of marketing communication	EN	21	3
<b>Finance and Accountings track</b>			
Sustainability reporting	EN	21	3
Sustainable Finance : Data analysis	EN	21	3
Responsible Decision Making	EN	21	3
<b>Organizations and Management track</b>			
Responsible resource and talent acquisition	EN	21	3
Ethical leadership in a changing world	EN	21	3
Critical Management and Alternative Organizations	EN	21	3
<b>Total TU4</b>		<b>63</b>	<b>9</b>
<b>TU5 - Steering Management solutions: Economic, Social and Environmental Aspects</b> (students must choose 1 track out of 4 - This track must be the same for TU4 & TU5)			
<b>Strategy and Entrepreneurship track</b>			
Digital platforms in the sharing economy	EN	21	3
Digital Business Model	EN	21	3
<b>Marketing and Communication track</b>			
Digital marketing	EN	21	3
Blockchain for marketing & sales	EN	21	3
<b>Finance and Accountings track</b>			
Applied finance with Python	EN	21	3
Management control and ERP	EN	21	3
<b>Organizations and Management track</b>			
Managing digital transformation	EN	21	3
HR management in the digital era	EN	21	3
<b>Total TU5</b>		<b>42</b>	<b>6</b>

Semester 2 (Spring) courses	Teaching Language	Total hours	ECTS Credits
<b><i>TU6 - Mobilizing Specialized Knowledge</i></b>			
Research methods and procedures	FR & EN	28	4
International Entrepreneurship Challenge	EN	21	3
<b><i>Total TU6</i></b>		<b>49</b>	<b>7</b>
<b><i>TU7 - Communication and Professional Skills</i></b>			
French as a foreign language	FR	21	2
Intercultural Communication & Management	EN	21	4
<b><i>Soft skills 1: Professional and Emotional Skills</i></b>			
Developping mindfulness in the workplace	EN	7	1
Designing human centered products and services	EN	7	1
<b><i>Soft skills 2: Interpersonal and Social Skills</i></b>			
Managing conflicts and tough discussions	EN	7	1
Adopting inclusive Behaviors	EN	7	1
<b><i>Total TU7</i></b>		<b>49</b>	<b>8</b>
<b><i>Total for the Semester 2</i></b>		<b>210</b>	<b>30</b>

# Master in Management – Master 2 Year 2026/2027

## Preamble

**IMPORTANT: As the number of places available in M2 is limited, priority will be given to double degree students over credit transfer students.**

## **Double Degree**

Students who have achieved in their home university a Master 1 year (eq. 240 ECTS credits) in one of the Masters' programs indicated in the cooperation agreement signed with their home university, will follow the **whole course plan of one specialization track of the Master 2 year** of our Master in Management program, fully taught in English.

Please note: Double Degree seeking students must show a TOEIC score of min. 790/900 in order to register in the MiM program. The score must be valid until graduation.

## **Graduation Requirements**

- 46 ECTS Credits of Core Courses and Elective Courses in one of the eight concentrations below.
- Thesis: 8 credits.
- Professional Experience: 6 Months Internship. 6 credits.
- TOIEC score of 790/900 minimum.

**Credit transfer** students must register for at least 20 ECTS credits per semester.

Fall semester only is accessible to credit transfer students who will join the program for one semester.

**Note:** Students can only take courses in the track on which they are registered.

## **Objectives:** Complex Management and Specialization

The last year of the MiM program is a specialization/concentration year, as students can choose from 8 different specializations. Each course includes lessons which focus on preparing you to make decisions and act ethically in complexity by specializing in a chosen discipline. These courses prepare you for your short-term professional integration. A common core teaching unit, an internship and a master's dissertation complete these specialization courses, which aim to develop the necessary skills for the design and implementation of cross-functional solutions, making it possible to steer change and to prepare your medium-term career development.

# Digital Marketing concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Digital Marketing Strategy	42	4
<b>Specialization Courses</b>	Consumer psychology & behavior in digital era	28	3
	Customer Experience Management (CEM/CXM) and Omnichannel Strategy	28	3
	Graphic Design & Brand Communication	28	3
<b>Special Topics</b>	Data Analytics for marketing	21	2
	Design thinking	21	2
	Qualitative and quantitative research methods	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power BI	14	2
	Sustainable Digital Growth	14	2
	Neuroscience & AI for Business	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Experience-Driven Marketing Challenge	42	4
<b>Specialization Courses</b>	Mobile strategy	28	3
	Pricing and value creation	28	3
	Storytelling in the digital era	28	3
<b>Special Topics</b>	Digital Project Management and Digital Transformation	21	2
	Retail management in the digital era	21	2
	Research methods in marketing	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Aviation: Understanding the challenges of the aviation industry	14	2
	Wine Management	14	2
	Luxury Attitude (certificate)	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Aviation (certificate)	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Supply Chain Management concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Operations and Supply Chain Management	42	4
<b>Specialization Courses</b>	Advanced Statistics	28	3
	Sustainable Innovation Development	28	3
	Lean Management	28	3
<b>Special Topics</b>	Corporate Social Responsibility	21	2
	Supply chain strategy	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Global Supply Chain: Contemporary Challenges	42	4
<b>Specialization Courses</b>	Advanced Operations & Supply Chain Management	28	3
	Responsible Purchasing	28	3
	Supply Chain and Big Data	28	3
<b>Special Topics</b>	Lean Six Sigma (Yellow Belt Certificate)	21	2
	<b>Supply Chain Finance</b>	21	2
	Research Methods in Business & Management	14	2
	Sustainable Supply Chain	14	2
<b>Electives : students must choose 1 course from this list</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Complex Projects Management concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Project Management Principles	42	4
<b>Specialization Courses</b>	Project Procurements & Operations	28	3
	Leading Effective Project Teams	28	3
	Big Data and Analytics	28	3
<b>Special Topics</b>	Process Improvement and Innovation	21	2
	Corporate Social Responsibility	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Theoretical foundations of International Entrepreneurship Part 1	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Project Management in VUCA World	42	4
<b>Specialization Courses</b>	Change Management and Collective Methods	28	3
	Preparation for CAPM	28	3
	Organisational Behaviour & System Change	28	3
<b>Special Topics</b>	Sustainable Innovation Management	21	2
	Agile Project Management	21	2
	Research Methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	International Entrepreneurship: Application to Case Studies Part 2 (+ part 3 certification)	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Big Data concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Applied Strategic Management	42	4
<b>Specialization Courses</b>	AI-Powered Social & Text Analytics	28	3
	Data Management	28	3
	Business Analytics and big data	28	3
<b>Special Topics</b>	Business applications in AI	21	2
	Fundamentals of Python for business	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Big Data: application to Business	42	4
<b>Specialization Courses</b>	Google Cloud Data Analytics/Certificate or Cloud computing	28	3
	Data quality, protection, and regulations	28	3
	Entrepreneurship and Digital Business Models	28	3
<b>Special Topics</b>	Microsoft Azur Data Fundamentals	21	2
	Sustainability and Digital Transformation	21	2
	Research Methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Fraud detection	14	2
	Microsoft Azur AI Fundamentals (certificate)	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# International Business concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Internationalization Communication & Marketing Strategy	42	4
<b>Specialization Courses</b>	Internationalization of the Firm	28	3
	Organizational Behavior & International Human Resource Management	28	3
	Decoding Culture in International Business	28	3
<b>Special Topics</b>	AI Impact on International Business Strategy	21	2
	International Finance (International trading simulation)	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Ethics of Technology	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Inclusive Leadership	14	2
	Public Communication & Leadership	14	2
	Theoretical Foundations of International Entrepreneurship	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Innovation Management: Start Me Up	42	4
<b>Specialization Courses</b>	International Project Management	28	3
	International Supply Chain Management	28	3
	Introduction to Big Data and Business Analytics	28	3
<b>Special Topics</b>	International Trade and Policy	21	2
	Legal issues in International Business	21	2
	Research methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	International Business Consulting	14	2
	Global Trends in Strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	International Entrepreneurship: Application to Case Studies Part 2	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Digital Transformation concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Digital Change: work, organizations and society	42	4
<b>Specialization Courses</b>	Big Data and Analytics	28	3
	The Business of Knowledge in the Digital Age	28	3
	Organizational Analysis & Development for Business Consulting	28	3
<b>Special Topics</b>	Digital Transformation and Strategy	21	2
	Research methods for consulting : problem-solving and case-cracking	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Introduction to Python	14	2
	Power BI	14	2
	Ethics of Technology	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Inclusive Leadership Across Cultures	14	2
	Public Communication & Leadership	14	2
	Theoretical Foundations of International Entrepreneurship	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	StratMe'up	42	4
<b>Specialization Courses</b>	Organizational behaviour & system change	28	3
	The business of Knowledge in the Digital Age	28	3
	Entrepreneurship and Digital Business Models	28	3
<b>Special Topics</b>	Digital Marketing and Communication	21	2
	Agile Project Management	21	2
	Research methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Microsoft Azure AI Fundamentals (certificate)	14	2
	The business of knowledge and entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global trends in strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	International Entrepreneurship: Application to Case Studies Part 2 (+ part 3 certification)	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Global Finance Concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Quantitative Methods in Finance	42	4
<b>Specialization Courses</b>	Corporate Finance	28	3
	Financial Statement Analysis	28	3
	Financial Markets, Banking & Regulations	28	3
<b>Special Topics</b>	Sustainable Finance & Investments	21	2
	Financial Markets Products	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power Platform by Microsoft	14	2
	Power BI	14	2
	Blockchain Technology in Finance	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Soft Skills	14	2
	Public Communication & Leadership	14	2
	Leading for well-being : A strategic Imperative	14	2
		<b>210</b>	<b>23</b>

	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Social & Inclusive Finance	42	4
<b>Specialization Courses</b>	Financial Modeling	28	3
	Python for Finance	28	3
	Financial Risk Management	28	3
<b>Special Topics</b>	International Finance	21	2
	Portfolio Management Simulation	21	2
	Research Methods in Finance	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Compliance and Ethics	14	2
	ERP of Financial Companies	14	2
	AI Artificial Intelligence Fraud Detection	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Strategic Financial Management : Capstone	14	2
	Fintech Innovation & Web 3.0	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>